

Part 6 - CITY SERVICES			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	IMPLEMENTATION STEPS
FIRE DEPARTMENT			
Goal I. Maintain Departmental ISO rating at class 3 in the 2003 classification rating evaluation and work toward improving the ISO rating in future evaluations.	Fire Department	2003 and ongoing	The Fire Department did maintain an ISO rating of class 3 when rated in 2006. The Department actually improved its rating and is within 2 points of attaining a class 2 rating. The Department will be evaluated again in 2011.
Goal II. Achieve national accreditation by 2005.	Fire Department	2005 and ongoing	The Fire Department achieved international accreditation in 2005. The Department should receive another 5 year accreditation in early 2010.
Goal III. Continue to add stations and equipment to maintain and improve levels of service.	Fire Department	2003-2005	Added Station 10 (Haywood Rd), Station 11 (near Biltmore Mall), and Station 12 (Haw Creek). There is also a pilot project at Station 13 (300 Merrimon Ave.) and a land purchase for Station 14 (Sand Hill Rd.)
Strategy 1. Add additional Ladder company at Station 4 in Skyland by July, 2003.	Fire Department	2003	Added in 2003.
Strategy 2. Renovations and improvements to Station 8 in East Asheville and Station 3 in West Asheville are scheduled for 2002-2003.	Fire Department	2002-2003	Renovated stations 8 and 3 in the 2002-2003 fiscal year. There have also been renovations in Stations 9 (Oakley), and Station 7 (North Asheville). Station 6 (West Asheville) is currently undergoing renovations.
Strategy 3. The addition of a station on the western area of the City is in the planning phase. The City has purchased land to relocate Fire Station 6 from the current location on Haywood Road to a new location on Eastview Drive, near I-40, exit 44. The station is planned to be both a fire station and a police service center. It is anticipated that this station will be in place and in service prior to 2005.	Fire Department	2005	The Fire Department decided to maintain operations at Station 6, but the proposed station was completed in July of 2007. This became Station 10 and does have a police service center attached to the station.
Strategy 4. An additional station is also in the planning phase for the Biltmore Square Mall area.	Fire Department	2005-2010	This proposed fire station opened in July of 2007, becoming Station 11.

Strategy 5. Supplemental coverage is needed in the far northern area of the city known as Beaverdam. A stronger City fire and rescue presence is needed in that area and it is possible that cooperative agreements can occur which would enable the City to accomplish a stronger presence at minimal costs.	Fire Department	2005	The City entered into an automatic aid agreement with the Reems Creek Fire Department in July of 2007 to supplement coverage in the North end of town.
Strategy 6. Systematic, periodic replacement of apparatus will continue to occur through 2005.	Fire Department	2005	The Fire Department has periodically replaced apparatus. As a result, 50% of the fleet was upgraded to 2008 emission standards.
Strategy 7. A fourth geographical district may be created in response to providing service to annexation areas.	Fire Department	2006-2010	Annexation growth was not maintained at the same rate as in 2002, therefore a fourth geographical district was never needed. In fact, due to re-engineering and a restructuring of the Fire Department staff, the Department moved from having three geographical districts to having two districts and creating a Safety Officer Program to boost safety.
Goal IV. Diversify services and technology in response to more specialized demand for services and to improve organizational effectiveness.	Fire Department	Ongoing	
Strategy 1. Increase emphasis on emergency preparation and pre-incident planning, including homeland defense and preparedness for terrorism incidents.	Fire Department	Ongoing	The Fire Department created an emergency management division in 2006 for the purpose of focusing on pre-incident planning.
Strategy 2. Implement traffic pre-emption technologies for emergency vehicles in congested areas.	Fire Department	2006-2010	Preliminary work is being done to implement the first traffic pre-emption technologies.
Strategy 3. Become more involved in pre-hospital care through such efforts as integrating a paramedic/firefighter on engine companies and operation of quick response vehicles (QRVs).	Fire Department	Ongoing	By order of the state legislature, pre-hospital care is county function. Therefore, while the Fire Department works closely with the County and continue to increase capacity at the EMT basic level, they have not made a move to integrate paramedics into engine companies.

Strategy 4. Modernize Stations 6,7 and 9 to accommodate today's fire apparatus and fire officers.	Fire Department	2006-2010	Completed modernization renovations at Stations 7 and 9. Renovations are currently in progress at Station 6. These renovations make the Stations friendlier to firefighters (by including both gender bathrooms), more energy efficient and able to house fire apparatus.
Strategy 5. Place a much greater emphasis on installation of automatic fire sprinkler systems in both new construction and existing construction.	Fire Department	Ongoing	Newly built Stations 10 and 11 have automatic fire sprinkler systems, as will Station 6 when renovations are complete. In addition, a large number of firefighters have attended training to learn how to work with the development community on how to include automatic fire sprinkler systems in new construction.
Goal V. Identify opportunities to collaborate with other agencies and entities, such as the rural fire districts and private landholders like the Biltmore Estate, to enhance fire and rescue services.	Fire Department	Ongoing	In July of 2008, the Fire Department entered into automatic aid agreements with all neighboring fire departments. On July 1, 2009, the Asheville Fire Department merged with the Haw Creek Fire Department to create Station 12. Firefighters also hold meetings with Biltmore Estate public safety personnel to maintain improved safety relations. The Department also participated in several safety drills held on the Biltmore Estate to prepare for possible emergencies.

POLICE DEPARTMENT			
Goal I. Partner with the community to enhance the quality of life and resolve neighborhood concerns.	Police Department	Ongoing	
Strategy. Partner with the community to enhance the quality of life and resolve neighborhood concerns.			Over the past five years, the Police Department has improved and augmented their community outreach in the following ways: they now have Community Resource officers that are assigned to each neighborhood. The officers have the decision making ability and the power to solve problems in the communities such as crack houses or other neighborhood complaints. They meet regularly with neighborhood associations and look for creative solutions to problems. They work with the following neighborhoods: Kenilworth, Downtown Neighborhood Association, and others. In conjunction with AB Tech, the Police Department offers a teenage driving course that has been cancelled several times due to lack of interest but still, the opportunity is offered.
			The Department also participated in a pill-crushing effort by the DEA where they crushed and burned unused prescription pills instead of having them flushed down toilets. They have also co-sponsored two successful gun-buy-back campaigns, in which they have bought back over 400 guns. The department also holds two police academies for citizens, one in the summer and one in the fall, as well as a junior police academy during the summer.

Goal II. Establish a working environment that encourages teamwork, empowerment, communication, and professional development.			
Strategy. Establish a working environment that encourages teamwork, empowerment, communication, and professional development.			Five years ago, the Police Department established a set of four guiding principles: integrity, fairness, respect and professionalism. These principles guide their behavior within the department and in their interactions with the public. Though the department is still not perfect, Police Chief Hogan believes these principles in large part contribute to the overall sense of professionalism within the Police Department. Other steps to enhance the professionalism of the department include: Police Chief Hogan established a chief's advisory committee that includes representatives from all districts to provide input on matters related to the police force.
			There are several other advisory committees throughout the department, including a promotional advisory committee, that allow for the department to push decisions down into the hands of the officers. These subcommittees and advisory committees enhance the cooperation and communication throughout the department. Mentors are given to all new employees and all officers have extensive training opportunities.
			In addition, the Chaplain's Program now offers Pray for a Cop services and critical incident stress debriefing.

Goal III. Utilize resources efficiently in preventing and suppressing criminal activity.	Police Department	Ongoing	
Strategy. Utilize resources efficiently in preventing and suppressing criminal activity.			The Police Department is now seeing results from decisions made five years ago, like creating the Drug and the Gang Task Forces, and the habitual felons program. As a result of these programs (and other factors), violent crime is down 21% and property crime is down approximately 23% in 2009. There is now a higher patrol presence in targeted neighborhoods, identified in part from extensive crime analysis. This analysis has utilized GIS pinpointing capability to help locate and analyze a crime's occurrence. Using this same statistical method, the Department has analyzed interstions with a high density of traffic crashes. As a result of their responses to such analysis, violent crashes have been reduced by 48% in the past year.
Goal IV. Foster a dynamic organization that utilizes leading-edge technology and methods in enhancing community policing.	Police Department	Ongoing	
Strategy. Foster a dynamic organization that utilizes leading-edge technology and methods in enhancing community policing.	Police Department	Ongoing	The Police Department is continuously seeking to utilize and incorporate the newest technology into their services and work habits. They now have fully operational data computers in all patrol cars. These computers allow officers to automatically send their reports to their commanding officers and connect to in-car printers that can allow officers to electronic citations. Also, the patrol cars are now equipped with pin point locators that can track police cars. Another tracking capability will come in the form of car video cameras that will digitally record the officers actions inside and outside the vehicle on patrol.

			With the help of over a million dollars in federal grant money, the department also added 3 tire sight trackers that allow for enhanced coverage and reduce dead spots in regards to their radio communication. Another technological improvement is a local automatic finger print identification program that is now entirely digital.
			The Department collaborated with the City-County Bureau of Identification and Buncombe County Sheriff's department to create this program, called AFIX. They are currently working on getting facial recognition capability. In the communication department, all officers ranking lieutenant and above now have Blackberries, which allow for instant receipt of all emails. In external communication, there is now a police blotter on the website, as well as an opportunity for citizens to email any officer they choose. The department employs IA Professional software that tracks all communication from the public, allowing the department to red flag any problem officers that might get a higher amount of complaints.
Goal V. Enhance external and internal communication.	Police Department	Ongoing	
			As stated in Goal 2, the shift reports and general email broadcasts have led to a higher level of communication within the department. Communication is also enhanced by the technical developments listed in Goal 4, including the Blackberries, police blotter and email system on the Department's website. In addition to all of this, the Police Department also distributes a monthly newsletter.

Goal VI. Maintain the highest level of quality of service, integrity, and professionalism.	Police Department	Ongoing	As stated in Goal 2, the Police Department has been operating under the four guiding principles of: integrity, fairness, respect and professionalism. The Department uses these to guide their hiring decisions, as well as promotions and any actions of discipline. As a result of these guiding principles, there has been an overall change in the behavior of the department at large. The officers know what is acceptable and unacceptable behavior.
Goal VII. Continue to use community-oriented police practices, including assignment of officers by district, to promote effective law enforcement.	Police Department	Ongoing	Each officer is assigned a district to patrol. Within the district, the officers have "beats" that allow for concentrated patrolling and increased awareness of issues within patrol areas. The crime analysis procedures described in Goal 4 also help to promote effective law enforcement by identifying trends and problem areas.
Goal VIII. Utilize CPTED practices and development review and in retrofitting existing infrastructure and	Police Department	Ongoing	
			The Police Department does this regularly through the Crime Prevention Unit which will review any development design for issues such as: lighting, shrubery placement, and other potential safety issues.
STREETS			
Goal I. Maintain a level of local spending on street and road maintenance that will ensure that infrastructure is maintained at the state average for pavement condition rating.	City Council Public Works	Ongoing	Generally, mountain roads should be maintained at a 20-year replacement cycle. Currently, Asheville has a replacement cycle of over 90 years. The City has less than 25% of the funding necessary to maintain roads at a customary paving level. As a note, material costs have risen over 200% due to rise in oil prices.

Goal II. Continue to encourage the provision of public streets to serve new development.	Engineering Public Works Planning and Development	Ongoing	City continues to accept streets that meet city standards and meet inspections.
Strategy 1. Continue to require that street construction within the city limits be to public street standards in order to ensure a long service life.	Engineering Public Works Planning and Development	Ongoing	Currently working hard on this strategy.
Strategy 2. Evaluate non-residential development proposals to determine if public streets should be required within the developments in order to improve interconnection of public street system and to more effectively serve the projects.	Engineering Public Works Planning and Development	Ongoing	Currently working hard on this strategy.
Goal III. City staff will work with the NCDOT to evaluate the area road network within the city limits in order to determine whether the City should assume maintenance of State roads.	Engineering Public Works	Ongoing	Recently, AWPAs and a coalition of cities in North Carolina defeated State Senate bill 1001 and House resolution 881, which would have delegated maintenance of state roads to municipalities. With little to no increase in funding, this bill would have led to a negative impact of \$616,000 to the City of Asheville.
SOLID WASTE AND RECYCLING			
Goal I. Continue to direct a substantial amount of solid waste and organic materials away from landfill disposal through creative and innovative measures, such as recycling and reuse.	Public Works	Ongoing	The Asheville area has a 41.38% landfill diversion rate, one of the highest in the state. Per capita solid waste production is .33 tons per capita, while the states levels are at 1.24 tons per capita.
Goal II. Continue to use technology and other innovations to reduce the total cost of solid waste disposal and recycling.	Public Works	Ongoing	The City of Asheville has a smaller sanitation department than Hendersonville, which has a population one-third the size of Asheville. There are 8 truck routes servicing approximately 327,000 households. Highly cost efficient. Seeking funding for program that would plot all points of a route in GIS to develop the most fuel efficient route. Provided trash bins which led to the City being markedly cleaner. Increasing recycling education programs.

WATER INFRASTRUCTURE			
Goal I. Develop a comprehensive plan and set of policies for the extension of water lines in the Asheville area that is consistent with local land use plans for development and conservation of key natural features, along with the financial capabilities of the Water Authority.	Water Resources	2004-2005	The City Council has approved a Water Master Plan, completed with the help of an outside consultant, which directs the Water Department's needs and major infrastructure improvements through 2025.
Goal II. Continue to make preventative and remedial maintenance and repair a capital improvement priority for the Water Authority.	Water Resources	Ongoing	The Department continues to do preventive maintenance on water lines that are either too old, overly problematic or have other design flaws such as bottlenecking. They recently completed a 40 million dollar bond project to replace old lines within the Cities jurisdiction.
Goal III. Market the availability and quality of local water resources as an industrial attraction incentive.	Water Resources Economic Development Office	Ongoing	
SEWER			
Goal I. Continue to coordinate between City authorities and MSD to provide consistent levels of service to the development community and residents.	Engineering	Ongoing	
Goal II. Guide developments to areas with adequate infrastructure to support proposed uses; continue to promote infill development.	Engineering	Ongoing	
Goal III. Guide large-scale developments to areas that coincide with existing and future infrastructure improvements.	Planning and Development	Ongoing	
Goal IV. Continue to make preventative and remedial maintenance and repair a capital improvement priority for MSD.	Planning and Development	Ongoing	
Goal V. Market the availability and quality of local sewage treatment resources as an industrial attraction incentive.	Engineering	Ongoing	

PUBLIC SCHOOLS	Economic Development Office	Ongoing	
Goal I. Facilitate the effective functioning of public schools as places of education and as important neighborhood and community centers.	Planning and Development Engineering	Ongoing	
Strategy 1. Recognize public schools as important destinations in transportation planning, especially with regard to bicycle and pedestrian access and traffic calming programs.	Engineering	Ongoing	The Engineering Department tries to incorporate this strategy into transportation planning. Though there have been no public meetings, they still try to involve stakeholders in any relevant decision.
Strategy 2. Support additions to existing schools and the construction of new schools in areas that lend themselves to good neighborhood and community access and where the schools can serve the function of serving as neighborhood and community centers.	Planning and Development	Ongoing	The Planning Department worked with TC Roberson to plan an expansion (took the plan to City Council). The Planning Department uses incorporates this strategy on an as-needed basis.
Strategy 3. Continue to involve the school systems in the development review process.	Planning and Development	Ongoing	The Planning Department always notifies the school districts when new projects are being proposed.
Strategy 4. Work with the school systems to develop an effective impact analysis methodology to appropriately assign fiscal costs to the entities creating the need for these costs.	Planning and Development	2003-2004	The Planning Department does not do this.
PARKS, RECREATION, AND OPEN SPACE			
Goal I. Continue cooperating with public agencies and private individuals and organizations in an effort to make the provision of parks, recreation facilities and programs, and open space as effective and efficient as possible.	Parks, Recreation and Cultural Arts	Ongoing	
Strategy 1. Continue efforts for cooperation between the Asheville Parks and Recreation Department and the Buncombe County Recreation Services to avoid duplication of services and find opportunities for partnerships in serving residents.	Parks, Recreation and Cultural Arts	Ongoing	Works closely with the new Buncombe County Greenway Commission and staff to dovetail the City's and County's greenway initiatives. A member of the Asheville Greenway Commission serves as an ex-officio on the Buncombe County Greenway Commission.

<p>Strategy 2. Continue existing partnerships and identify new partnerships to expand facilities and programming, including: additional programming with Asheville City and Buncombe County School systems, long term leases for land with private corporations, and sponsorships of major facilities and events with local agencies and corporations (such as the recently completed Food Lion Skateboard Park and the current involvement of Mission St. Joseph Health System as a corporate sponsor of Bele Chere).</p>	<p>Parks, Recreation and Cultural Arts</p>	<p>Ongoing</p>	<p>Continue to enhance existing partnerships. Develop new including but not limited to agrarian lease with local farmer on Azalea Park land; Trust for Public Land, Conservation Trust for North Carolina and Haw Creek Community Association for park land acquisition; Downtown Asheville Residential Neighborhoods to enhance maintenance and programming in Pritchard Park.</p>
<p>Strategy 3. Continue to explore opportunities to work with nonprofit partners such as Quality Forward and RiverLink to provide critical facility development.</p>	<p>Parks, Recreation and Cultural Arts</p>	<p>Ongoing</p>	<p>Continue partnering with RiverLink and Asheville Greenworks. Expand partnerships with non-profits including but not limited to RiverLink for stream restoration in Malvern Hills and West Asheville Parks; WNC Soccer Foundation and Asheville Buncombe Youth Soccer Association to develop John B Lewis Soccer Complex.</p>
<p>Goal II. Design and build park facilities that address the unique needs of the population they serve and that respect the heritage and character of the neighborhoods in which they are located.</p>	<p>Parks, Recreation and Cultural Arts</p>	<p>Ongoing</p>	
<p>Strategy 1. Plan to add more adult facilities for semi professional adult sports.</p>	<p>Parks, Recreation and Cultural Arts</p>	<p>Ongoing</p>	<p>McCormick Field is home to the Asheville Tourists baseball. Enhancements to McCormick Field will occur as funding becomes available. As part of master plan process, community input does not indicate need for a facility specifically designed to support semi professional sports. Whereas input supports developing facilities such as Memorial Stadium and John B Lewis Soccer Complex to support community-based youth and adult sports and tournaments. Memorial Stadium enhancement will occur as funding becomes available.</p>

Strategy 2. Look for opportunities to develop "special use facilities."	Parks, Recreation and Cultural Arts	Ongoing	Special facilities include Asheville Municipal Golf Course, WNC Nature Center, Food Lion Skate Park, Aston Tennis Center and McCormick Field. Recent improvements include but not limited to irrigation a golf course, fox and racoon habitat at Nature Center, Covington club House at tennis center.
Strategy 3. Research and understand the unique place-making characteristics of the neighborhoods and community as a whole and incorporate that through design.	Parks, Recreation and Cultural Arts	Ongoing	Recent features include but not limited to wetlands and interpretive area at Carrier Park, Veterans Memorial at Memorial Stadium, historical markers at Aston Park and Riverside Cemetery, design of a new WC Reid Community Center.
Strategy 4. Develop "pocket parks" as part of larger-scale residential developments.	Parks, Recreation and Cultural Arts	Ongoing	Priority is to add park land or amenities in areas with gaps in services and in develop areas as funding becomes available
Goal III. Maximize the use of scarce resources for parks, recreation and open space facility development and programming.	Parks, Recreation and Cultural Arts	Ongoing	
Strategy 1. Examine existing and identify new user fees as a method of financing parks, recreation and open space facility development and programming.	Parks, Recreation and Cultural Arts	Ongoing	User fees are one funding source to support facility and programming development. Other funding sources will be explored.
Strategy 2. Continue to aggressively seek grants and other philanthropic sources of revenue for parks, recreation and open space facility development and programming.	Parks, Recreation and Cultural Arts	Ongoing	Continue to manage existing grant projects, and to seek additional grant and philanthropic funding as deemed feasible.
Strategy 3. Consider opening large tracts of City controlled land for recreation uses, such as Bee Tree Reservoir, North Fork Reservoir, and the Mills River property so long as their primary public function is protected and preserved.	Parks, Recreation and Cultural Arts	Ongoing	Preliminary research to consider to use Bee Tree Reservoir and Mills River.
Strategy 4. Develop open space requirements that includes fee-in-lieu provisions for new developments above a certain size.	Parks, Recreation and Cultural Arts Planning and Development		City of Asheville code of ordinance amended in 2007 to revise the open space requirement to allow fee in lieu provisions to reserve open space in new residential and non-residential development

Goal IV. Implement the various adopted parks and recreation master plans through priority capital improvement programming and by responding with flexibility and creativity when opportunities arise.	Parks, Recreation and Cultural Arts	Ongoing	Developed a Master Plan for the Parks, Recreation and Cultural Arts Department.
Strategy 1. Make provisions for the following new park facilities: (2) Community Parks, (6) neighborhood parks, (9) mini parks, (4) renovated existing recreation centers, (2) special use athletic/ sports park, and (1) indoor swimming facility.	Parks, Recreation and Cultural Arts	Ongoing	Recent provisions include but not limited to construction of segments of the French Broad River and Reed Creek Greenways, design new WC Reid Community Center and improvements at Burton Street Community Center, add field lights to John B Lewis Soccer Complex.
Strategy 2. Offer flexibility from the adopted park and greenway master plans for the location of parks and greenways to respond to market availability of land, as well as grant and partnership opportunities, and be able to identify and move to acquire and/or develop land within short planning horizons.	Parks, Recreation and Cultural Arts	Ongoing	Flexibility is incorporated into master plan. Recent examples acquisition of Falconhurst Natural Area, Beaucatcher Overlook Park and Masters Park, construction of sections of French Broad River and Reed Creek Greenways.
Goal V. Implement the adopted Greenway Master Plan through priority capital improvement programming and by responding with flexibility and creativity when opportunities arise.	Planning and Development Parks, Recreation and Cultural Arts	2004	
Strategy. Have City funds available to leverage public and private grants and to be able to match donations from individuals in the community.	Parks, Recreation and Cultural Arts	Ongoing	Use City funds as available to leverage non-city funds. Recent examples include but not limited to construction of sections of French Broad River and Reed Creek Greenways, improvements at Burton Street Community Center, and additional of field lights at John B Lewis Soccer Complex.